

## HYLAN STARTS NEW TERM WITH PLEDGE OF SERVICE

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administration. This is very heartening and encouraging, but is not to be construed as a compliment or personal tribute to any individual.

"The positive approval which has been given to our past service should create a sense of grave responsibility in us to whom the management of the affairs of the city has again been entrusted.

"It is incumbent upon every one of us to see to it that the confidence reposed shall not suffer by any improper act, personal or official, but that every facility and effort, aided by the administrative experience gained in the last four years, shall be engaged with zeal and courage to serve the public welfare faithfully, honestly and efficiently.

"Four years ago, upon entering office, we found that the machinery of our city government had ceased to function for the public good, that the direction of municipal departments had been delegated to unsympathetic individuals or selfishly to unscrupulous individuals, and that the principal beneficiaries of government in this city appeared to be the political and financial manipulators and the ever grasping public utility and corporate interests. Our city government had become a perversion of all that it ought to have been.

"In our endeavor to break the shackles which were preventing municipal progress we were subjected to the bitterest and most malignant vilification by the controlled press, powerful interests, so-called reform associations and every sniping and snoop organization which we had thrown, bag and baggage, out of the city government.

"Notwithstanding the vile abuse and misrepresentation which were hurled at us by these disappointed interests, the people of this city, recognizing the vicious source of the unwarranted attacks, refused to be misled. This attitude was reinforced by repeated manifestations of public confidence in the city administration, and at the appropriate time the people gave striking evidence of their ability to accurately weigh and determine the vital questions affecting their welfare and happiness.

Issues of Campaign Reviewed.

"In the last campaign the plain people of this city and those working in their behalf were opposed by the exploiters of the public and the predatory special interests and their agents. The principal question at issue was whether government of the people, by the people and for the people should be continued in the city of New York, or whether up-state politicians and self-seeking interests should seize the reins of city government, spend the people's money, control the public schools, increase gas, telephone and electric rates, boost car-

fares on the people's subways and direct the municipal government for the benefit of profiteering corporations and the favored few at the expense of the masses.

"The answer of the people was given in no uncertain fashion. Having carefully watched every step of the present administration, they concluded to continue in office those public servants who, though without a knowledge of the arts and wiles of tricksters, had nevertheless given a good account of their official stewardship.

"While no city administration need expect approval as a matter of course, some limit should be placed on the foolish criticism launched by swivel chair newspaper writers with no first hand knowledge of city government or affairs.

"One of the silliest imputations made by a particularly hostile newspaper was that there has been too much 'self-complacent prating' about the city of New York. This is the same newspaper, by the way, which has persistently adhered to its policy of misrepresenting municipal conditions in an apparent endeavor to wreck the city by inviting vicious characters to ply their trade here.

"But regardless of the misstatements so recklessly made by the hostile press, the people of New York are proud of their city. In common with them, we have gloried in its splendor and progress. It is our determination to continue to do so. Whether paid laborers, who are trying to pull down the pillars of the edifice in which they stand, like it or not, we propose to continue to speak well of New York and to proclaim, without fear of successful contradiction, that it is the finest city on the face of the civilized globe.

"While the municipal government remains in our hands, we must not only speak well of our city but we must see to it that we discharge our full obligations as trustees of the rights of its 6,000,000 people.

Sacred Obligations of Officials.

"Our duty does not consist merely in preserving the city as we find it. A proper regard for our oaths of office will lead us to recognize the necessity of improving our several trusts and thus contributing to the prosperity and progress of our city.

"Guided by the lam: of experience we should push forward on the paths of progress already blazed, ever mindful that the enhancement of municipal achievement and growth will best attest to our unselfish devotion and unflinching interest in the public weal.

"Most of the members of the present administration have been at the head of their departments for the past four years; others have been appointed from time to time; but all have had ample opportunity to familiarize themselves

thoroughly with the smallest detail of departmental administration.

"Intimate acquaintance and large experience with municipal affairs is presumed to have been gained by all commissioners. I stress this point at the beginning of our second term, for this experience must be brought to bear not only in handling effectively the daily routine but in wisely forecasting, evolving and bringing to fruition constructive plans for the future. The next four years must be years of exertion and execution, not inaction and relaxation.

"That there may be no misunderstanding, let me state emphatically that commissioners will be held personally and directly responsible for every detail of the administration of their departments, and the consequences of any breakdown will be summarily visited upon the department head involved.

"It will not be amiss to restate at this time some of the things which were enjoined upon department heads during the past four years. These directions pointed to the necessity of making frequent and thorough surveys of departmental activities in order that familiarity might be had by the commissioner with conditions that prevail in his department; the elimination of wastefulness and extravagance in all items of public expenditure; the insistence upon a fair day's work for a fair day's pay, with no toleration of negligence, incompetency or inefficiency, and the constant reminder that we are the trustees and servants of our fellow citizens, and not their masters.

"These admonitions are again enjoined upon all department heads with additional emphasis, for no departure from the standards of efficiency, economy and service will be countenanced. Commissioners will best justify their continuance in official place by a conscientious discharge of their duties, a plain and simple standard in public and private life, and a careful avoidance of those individuals and interests who seek to ingratiate themselves with the city government for the purpose of advancing private and sinister designs.

Maximum Service.

"The time has come when the people rightly demand that services in their employ shall be performed faithfully and efficiently. This is a requirement in private employ. The city cannot and will not accept a lower standard.

"Department heads should estimate the value of an employee by his fidelity and usefulness. Derelictions of employees which may bring odium upon the administration cannot be condoned nor will there be any exemption for the commissioner from the drastic action which will follow any serious departmental shortcoming.

"Substantial increases have been granted to all city employees during the past four years. It will be acknowledged that the treatment they have received, both in salaries and improved working conditions, has been more generous and considerate than that accorded them by any other administration.

"Notwithstanding that private em-

ployers have of late been reducing salaries and wages and in some instances dropping great numbers of their employees there has been no such disposition on the part of the city government.

"While the city seeks to be a model employer, it should be impressed upon every one connected with the municipal service that this humane attitude is not intended to provide a convenient cover for the shirker, the money grabber, the trouble maker, the scoundrel or any one not serving a useful purpose.

"Commissioners must see to it that they, in addition to their deputies and employees, are at their desks promptly at nine o'clock in the morning, that the duties of their respective positions are faithfully performed throughout the day, and that no one leaves before five o'clock in the evening.

"Employees addicted to gossiping, dawdling and the perusal of newspapers on the city's time and at the city's expense should be given an opportunity to indulge these proclivities in fields other than the city service. Let it be known that tenure of municipal office is entirely dependent upon ability and merit, and any failure to render the best possible service will be met with dismissal from the city employ.

Employees Must Be Courteous.

"As our citizens have a right to protection from inefficiency and incompetence in the public service, so, too, they have a right to receive courteous treatment from those city employees with whom business relations bring them in contact.

"The comfort and convenience of the public must be subserved. A scowl and a growl are not an answer to the civil question of a taxpayer. Politeness and courtesy are due to those from whose pockets our salaries are paid. Let the conduct of city employees be reflective of the attitude of this administration, which is to treat courteously, cheerfully and considerately every citizen, regardless of his race, color, creed or condition.

"Our plain duty to the people is to see to it that taxation is reduced to the minimum expenditure required for an economical operation of government. This is common honesty. With this in mind, every item of departmental expenditure must be limited to the lowest point consistent with effective service, all unnecessary positions should be abolished and the employment of any individual whose services are of scant or doubtful value should be discontinued forthwith.

"The personal responsibility devolving upon every department head for an efficient and economical administration will lead to the closest scrutiny of public expenditure and an emphatic refusal to forward for consideration any contemplated request for an appropriation not justified by urgent municipal need.

"New and increased sources of revenue from the various privileges the city has at its disposal should be given thoughtful study, and recommendations to this effect are solicited and expected from all department heads. Suggestions for the improvement and betterment of the city service should be invited from all employees.

"We must not add to the heavy burdens already imposed upon the people of this city by Albany misrule and the heedless exactions of trusts and monopolies. A word as to these two exasperating elements of public oppression may be in point.

Burdens Imposed by Albany.

"From time immemorial the Legislature at Albany has been the paradise of those seeking special advantage. Perpetual schemes for exploiting the people have been ruthlessly enacted in defiance of the protest of those who must pay the bills created thereby.

"This city has witnessed the enactment by the Legislature, under pretended solicitude for the public good, of laws creating a Transit Commission and a new Public Service Commission, both bodies now dominated by former members of a discredited city administration.

"The Transit Commission, whose apparent purpose is to nullify the subway contracts and take away the five-cent fare, has leisurely proceeded at the expense of this city to give an airing to the iniquities of the traction corporations which were long since uncovered by the investigation of the Board of Estimate and Apportionment. The Public Service Commission, in ad-

dition to its ancient practice of regulating everything but the corporations it was created to regulate, has given indication that it is not averse to the appeals of the telephone and other public utility higher fare seekers.

"In addition to these two State bodies, the city has had foisted upon it a so-called Port Authority. The port plan of this authority follows for the most part the original plan of its predecessor, the New York and New Jersey Port and Harbor Development Commission, which sought to develop the Hackensack Meadowlands and Newark Bay at the expense of the city of New York. This has been done despite the fact that the city has formulated a plan of its own far less costly and of more direct benefit to the people of New York. In any event, there is no room for two projects.

"The existence of this Port Authority again demonstrates the danger of having Albany create boards, commissions and bodies not responsible to the people.

"This seizing of municipal functions by superfluous State created agencies and the disregard of the rights of the people of this city by the Legislature are fast becoming unbearable. The responsible municipal officials cannot plan and execute constructive measures in the interests of the people if the policy of legislative obstruction is to be continued.

"We have asked the Legislature every

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